



COA DEVELOPMENT

EWTG



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LEARNING OBJECTIVES

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TLO: Without the aid of references, correctly develop COAs within the framework of a selected exercise scenario per MCWP 5-1.

ELOs: Without the aid of references:

- 1. Identify the purpose of the COA development process.**
- 2. Select from a list the required inputs for proper COA development.**
- 3. Select from a list the validation criteria for a properly developed COA .**
- 4. Select from a list the required outputs for proper COA development.**



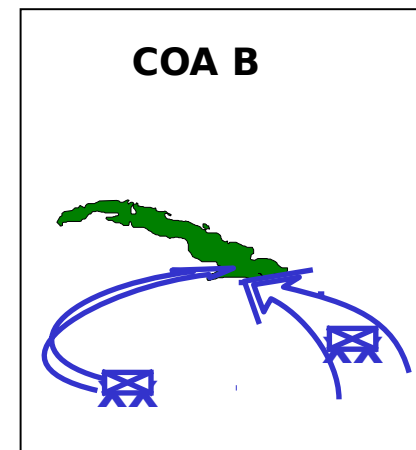
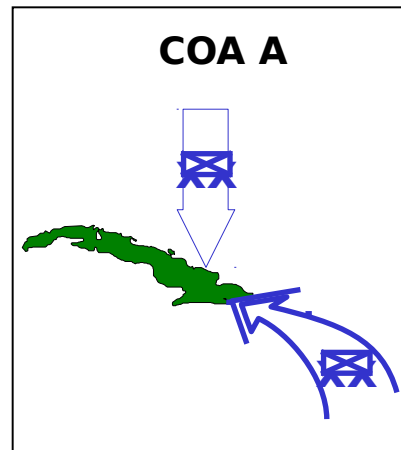
PURPOSE

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- To develop options for the commander that are truly different and that achieve the commander's intent and comply with the commander's planning guidance - issued at the beginning of COA Development.



Commander





COA DEVELOPMENT

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Process:

- Develop initial COAs
- **Commander's input**
- COA refinement
 - Graphic & Narrative
- COA criteria
 - Suitable
 - Distinguishable
 - Feasible
 - Acceptable
 - Complete

Input:

- Mission Statement
- **Refined intent**
- **Planning guidance**

Output:

- **Designated COAs for war game**
- **War game guidance**
- **Evaluation criteria**

IPB



TTP FOR COA DEVELOPMENT

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- **COA Development**
 - Review Enemy Lay-Down / **Use IPB Products / Use Red Cell**
 - Review Commander's Operational Design / CBAE / Guidance
 - Display Friendly Forces
 - Assess Relative Combat Power
 - Review COGs/CVs
 - Review Essential Tasks
 - Develop Initial COAs in Concert With Cmdr's Intent and Planning Guidance:
 - Forms of Maneuver
 - "Rough Cut" COA brief to Battle staff
 - Develop COAs
 - Array your Forces
 - Delineate Battlespace
 - Synchronize Actions/Matrix
 - Develop Supporting Concepts - Intel, Fires, & Log
- **Complete COA Narrative/Sketch**



ORIENT ON THE ENEMY

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"We should see the enemy as he sees himself. "

MCDP - 1

- **Capabilities**
 - strengths, weaknesses
- **Doctrine**
- **Tactics, Techniques, and Procedures**
- **Current Intelligence**

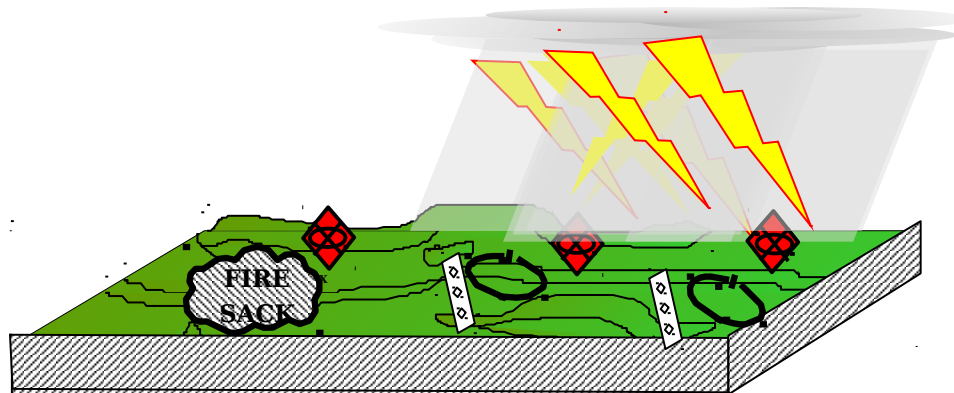
INTELLIGENCE PREPARATION OF THE BATTLESPACE



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IPB is a systematic & continuous approach analyzing the enemy, weather, & terrain specific geographic area.

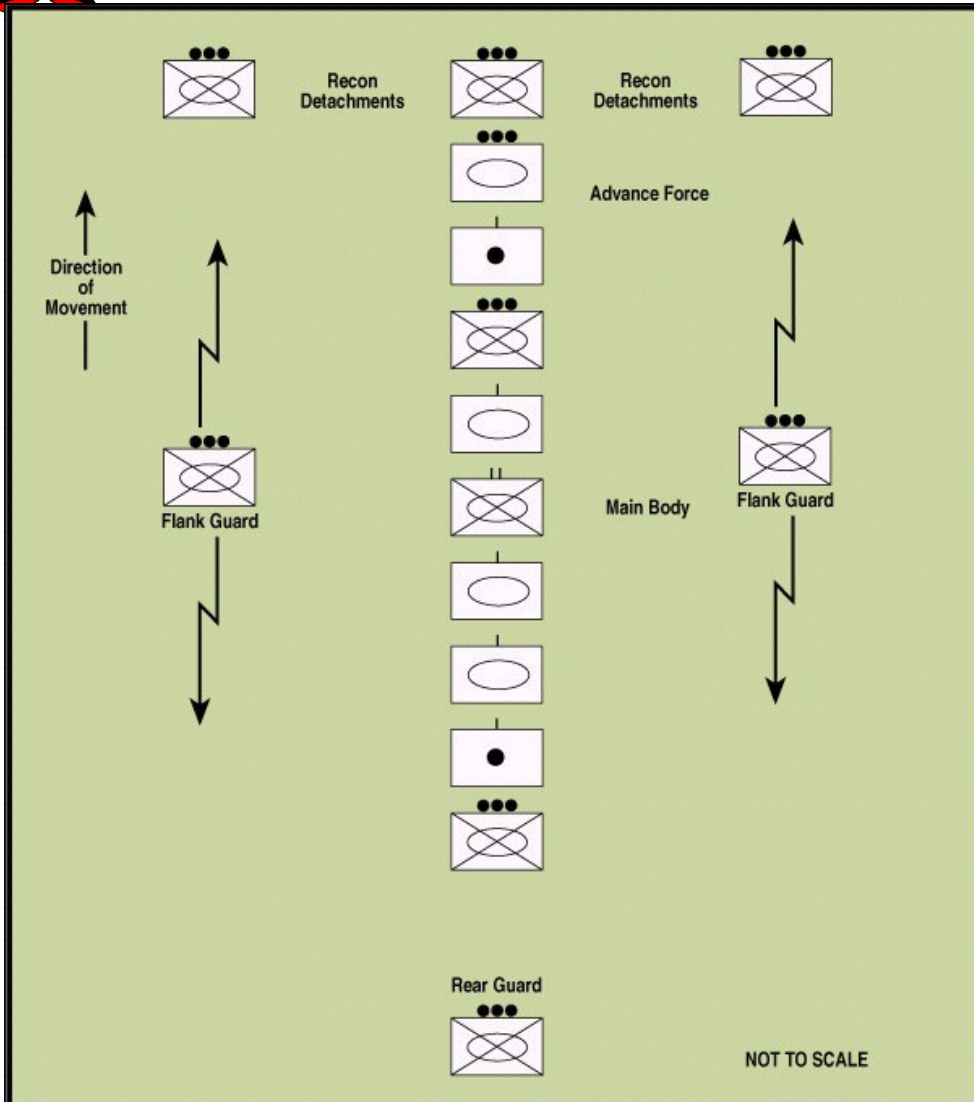
-It takes a large amount of data and presents it in a graphic format.





THREAT DOCTRINE

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HIGH-VALUE TARGET (HVT)

Assets that the enemy commander requires for the successful completion of a specific course of action

Artillery
Armor

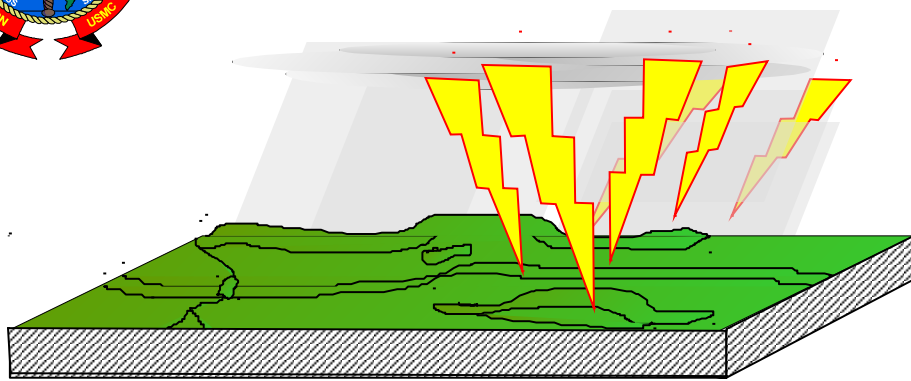
Tactics & Options

Defend & Counterattack
Attack & Pursue



Integrate Weather, Terrain, and Threat

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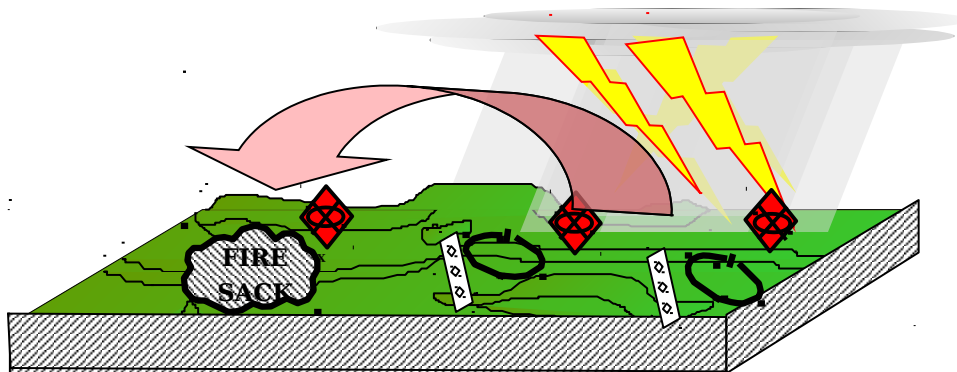
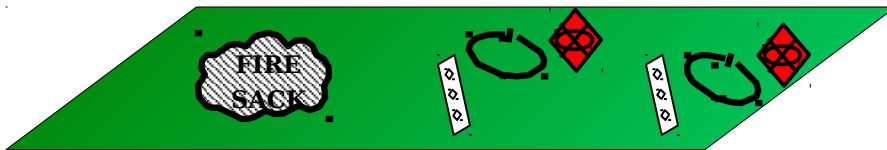
Environment
(Weather, terrain, population,
(Steps 1 & 2)



Threat Doctrine
(Step 3)



Threat COAs
(Step 4)



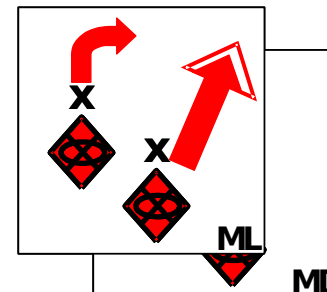


UPDATE INTEL and IPB

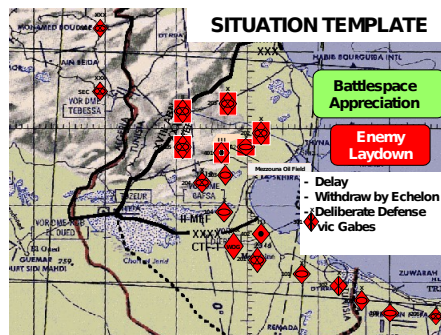
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- **Intelligence Update--**

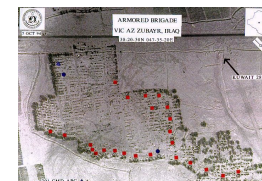
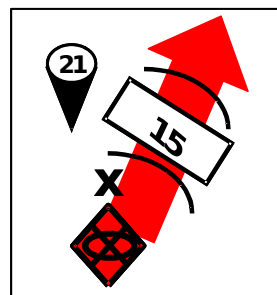
- Refined and Prioritized Threat COAs
 - **Enemy Most Likely and Most Dangerous COAs**
 - High Value Target List



- **Situation Template**



- **Initial Event Template**



Focus IPB and Intelligence products based on HVTs and how you think the



REVIEW APPROVED MISSION STATEMENT



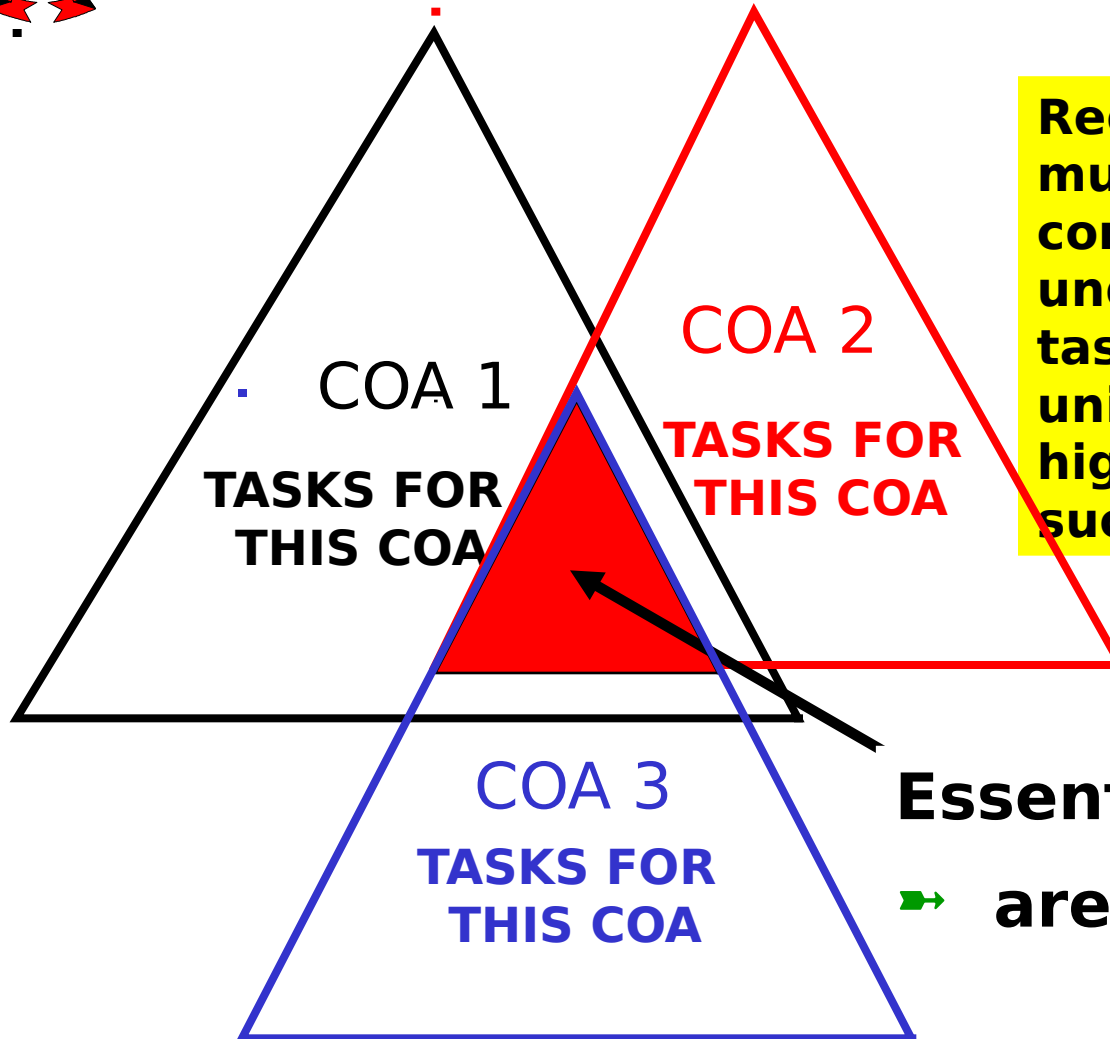
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On order, I MEF attacks in zone to defeat the 1st tactical echelon in order to prevent the 1st tactical echelon from attacking the JTF main effort's eastern flank.



ESSENTIAL TASK & PURPOSE

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Regardless of COA, the unit must accomplish the higher commander's intent by understanding its essential task(s) and purpose and its unique contribution to the higher Commander's mission success.

Essential Task(s) and Purpose
➡ **are common to all COAs**



ENEMY CENTER OF GRAVITY

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COG analysis, based on expected enemy COA, helps the commander orient on the enemy. It provides a framework from which to identify enemy HVTs and subsequent HPTs

CENTER OF GRAVITY

**Mobile Reserves
102 Armored Bde**

CRITICAL VULNERABILITIES

**C2 Vulnerable To Attack And
Neutralization**

Inadequate Air Defense

Logistics

**Wireless Communications System
Vulnerable To Electronic Attack And
Physical Destruction**

HIGH-VALUE TARGET (HVT)

**Assets that the enemy
commander requires for the
successful completion of a
specific course of action**



HIGH-PAYOFF TARGET (HPT)

**A target whose loss to the
enemy will contribute to the
success of the friendly
course of action**

Some become HPTs

Friendly/Enemy Center of Gravity

Gravity is my most significant strength that is key to mission accomplishment?

2. **List Critical Capabilities** inherent, essential capabilities through which our COG exercises its power. (What enables the COG to function as the COG?)

List Center of Gravity

i.e. Actual people or organizations that we need to make decisions, fight battles or produce goods and services. (What is my most significant strength without which I cannot accomplish my mission?)

ACE

ABILITY TO COMMAND & CONTROL (TACC/TAOC)

ABILITY TO FOCUS FIREPOWER (TACC/TAOC)

ABILITY TO MANEUVER THROUGHOUT THE BATTLESPACE

ABILITY TO IMPLEMENT INTEGRATED AIR DEFENSE (TAOC)

3. **List Critical Requirements**

i.e. Essential conditions, resources and means that allow our capability to succeed. (What must the enemy eliminate to affect my capability?)

COMMAND & CONTROL SUPPORT (CS) DATA LINKS

FIREPOWER COMMAND & CONTROL SUPPORT (C2S) DATA LINKS

ORDNANCE

TRANSPORT OF FUEL AND ORDNANCE

FIXED/ROTARY WING FACILITIES

4. **List Critical Vulnerabilities**

i.e. A critical requirement that is, or can be made vulnerable to enemy action (What CR can the enemy find, target, and eliminate?)

FACILITIES: CONCENTRATED A/C, C2 SITES, PERSONNEL & BULK FUEL STORAGE SITES

LACK OF SUFFICIENT FORCE PROTECTION FOR C2 SITES & PERSONNEL IN HOST NATION

SHORTAGE OF TRAINED PILOTS AND GROUND CREW

TRANSPORT: HEAVY RELIANCE ON HNS CARRIERS

C2S: TSC-85 TSC-93 SITES UNPROTECTED

HIGH-VALUE TARGET (HVT)

Assets that the enemy commander requires for the successful completion of a specific course of action



HIGH-PAYOFF TARGET (HPT)

A target whose loss to the enemy will contribute to the success of the friendly course of action



FRIENDLY CENTER OF GRAVITY

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CENTER OF GRAVITY

Combined Arms and
Tactical Mobility

CRITICAL VULNERABILITIES

Heavily dependent on
fuel

SPODs vulnerable

Command and
Control

Use Decisively and Protect Friendly CVs



RELATIVE COMBAT POWER ASSESSMENT

EWTG

Macro Element of Combat Power: Equipment and Organizations

	MEF	ENEMY	REMARKS
<u>EQUIPMENT</u>			
TANKS	116	143	+ QUAL/READINESS/TGT SYSTEM
ARTY	108	72	+ ACCURACY/MASS/AMMO/QUANTITY
240MM MORT	0	24	- QUANTITY
ARMORED INF VEH	504	144	+ QUAL/READINESS/TGT SYSTEM
<u>UNITS</u>			
TANK BNS	2	3	+ QUAL/READINESS/TGT SYSTEM
INF BNS MOBILITY		18	9 + QUAL/READINESS/QUANTITY &
<u>AIRCRAFT</u>			
F/A-18	36		
AV-8B	32		
AH-1W	36		

Helps To Determine:

- What type of operation possible
- How and where the enemy may be vulnerable
- What additional resources may be required
- How to allocate existing resources



RELATIVE COMBAT POWER ASSESSMENT

EWGTG

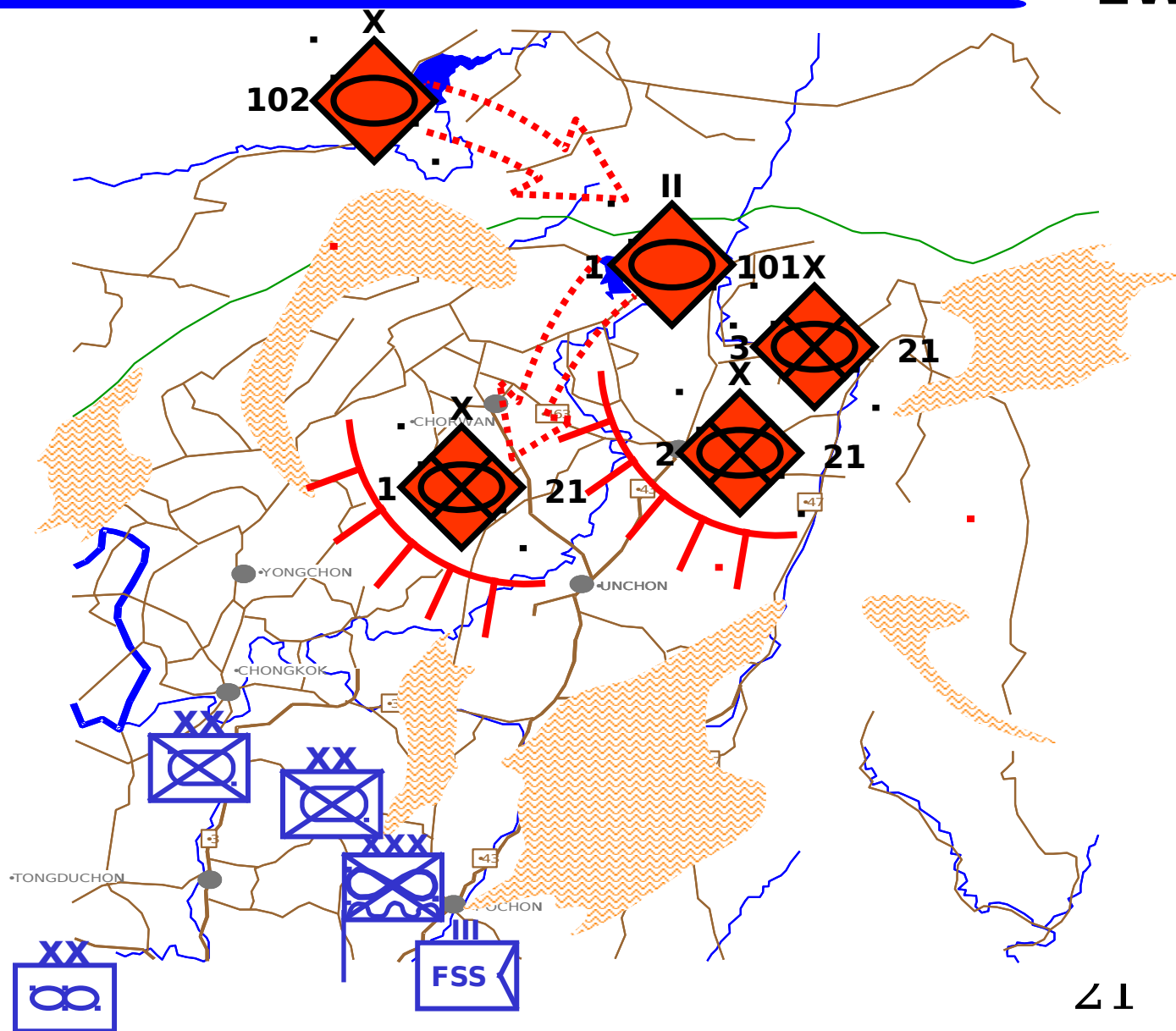
LEADERSHIP	GOOD	** Senior officers well educated and formally trained in the operational art ** Experienced junior officers and NCOs
MORALE	HIGH	**Excellent cohesion and esprit ** Well equipped ** Troops have demonstrated discipline in recent engagements
TRAINING	MARGINAL	** Usually fights as independent brigades. Not experienced in conducting and controlling multi-brigade combined arms operations

INTANGIBLE FACTORS -- *What does it all mean?*



DISPLAY FRIENDLY FORCES

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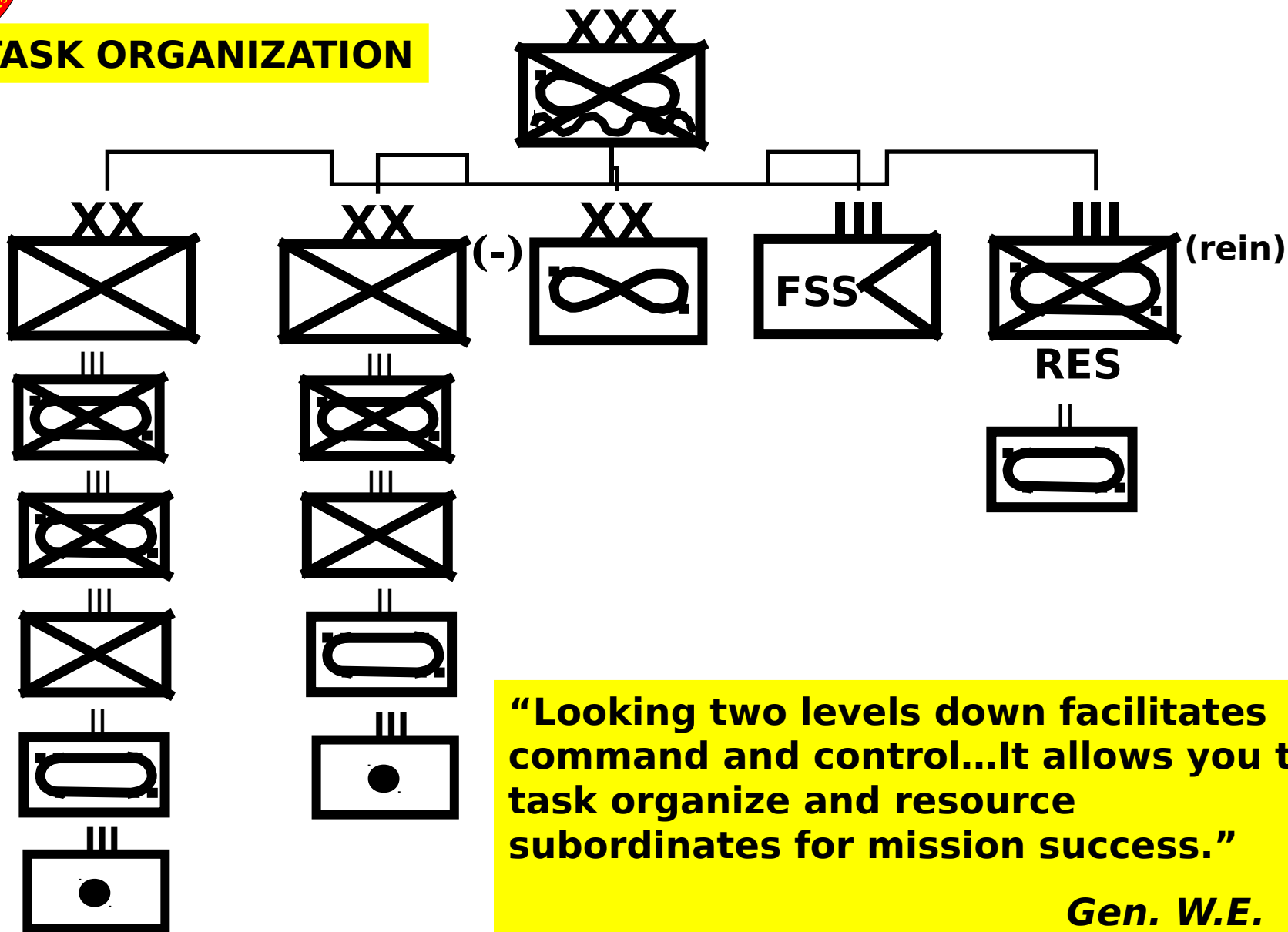




COMMAND AND CONTROL

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COA TASK ORGANIZATION



“Looking two levels down facilitates command and control...It allows you to task organize and resource subordinates for mission success.”

Gen. W.E.

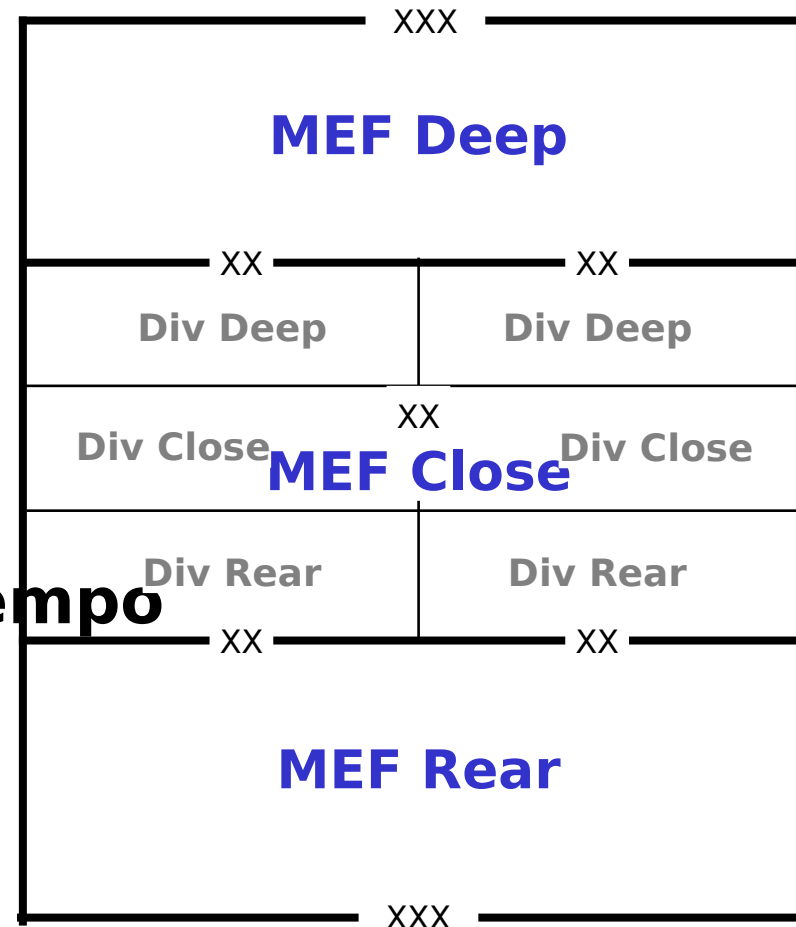


CONTROL MEASURES

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Control Measures facilitate Command and Control

- **Delineate Responsibilities**
- **Impose Restrictions**
- **Provide Coordination**
- **Decentralize Execution**
- **Facilitate Operations and Tempo**



**Developed with a COA and tested in the
War Game**

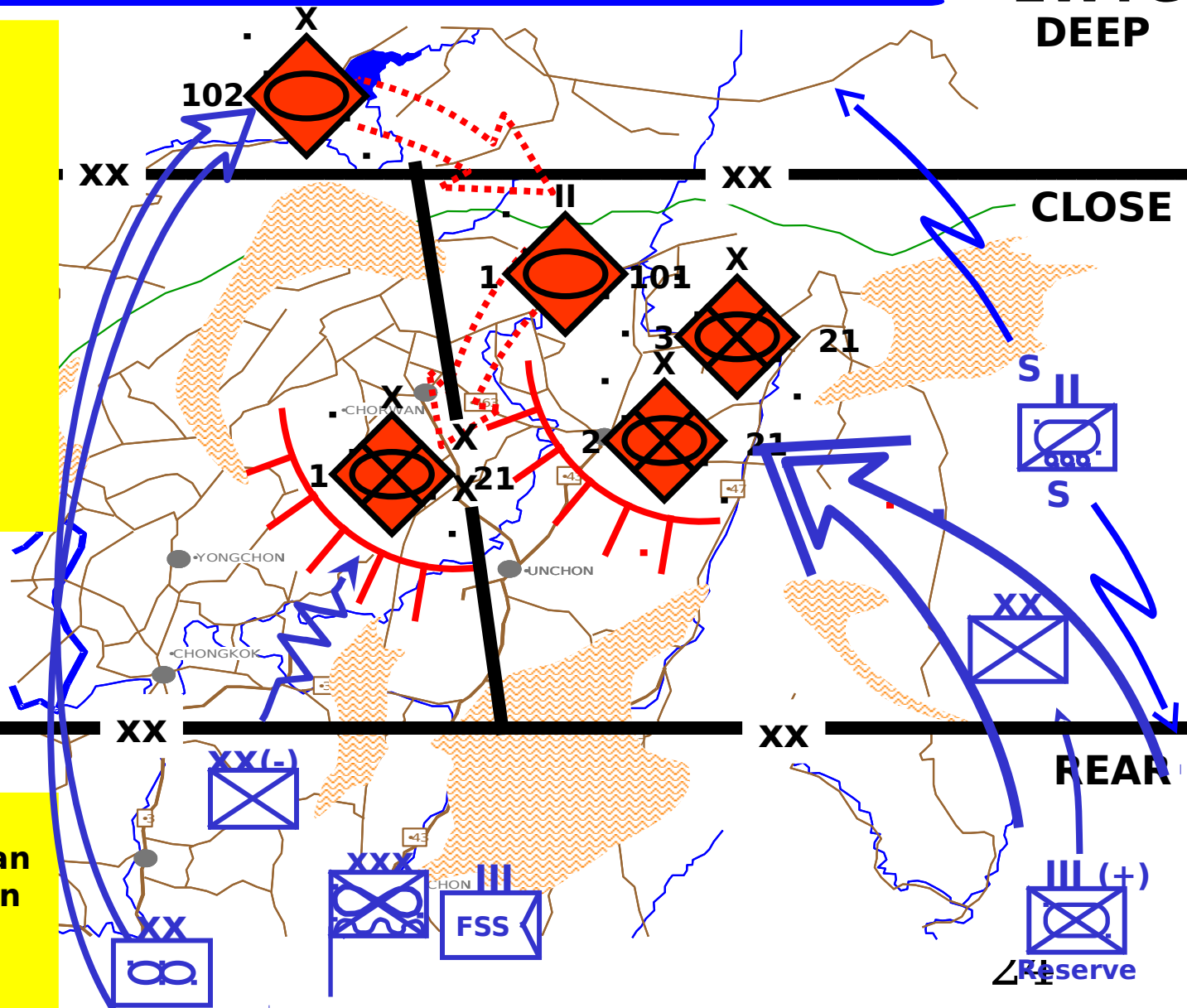


CLOSE

REAR

- ## Assign subordinates Battlespace so they can accomplish the mission and protect the force

MCDP 1-0





COA CRITERIA

EWTG

- **Suitability**
 - Accomplishes the Mission
 - Complies with Commander's Guidance
- **Feasibility**
 - Time, Space, Resource Constraints
- **Acceptability**
 - Creates Advantage with Reasonable Cost in Resources
- **Distinguishability**
 - Forms of Maneuver
 - Main Effort
 - Sequential vs Simultaneous
- **Completeness**
 - Accomplishes all Tasks
 - Accomplishes the Purpose



DEVELOP SUPPORTING CONCEPTS

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Concept of Maneuver is not enough for a complete COA

Concept of Operations

- **Concept of Fires**
- **Concept of Intelligence**
- **Concept of Support**

**Do not develop supporting concepts in a vacuum.
Integrate other functions (IO) as well.**



CONCEPT OF INTELLIGENCE

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- **COLLECTION PLAN**
- **PIRs**
- **R&S PLAN**
- **COUNTER-RECON PLAN**

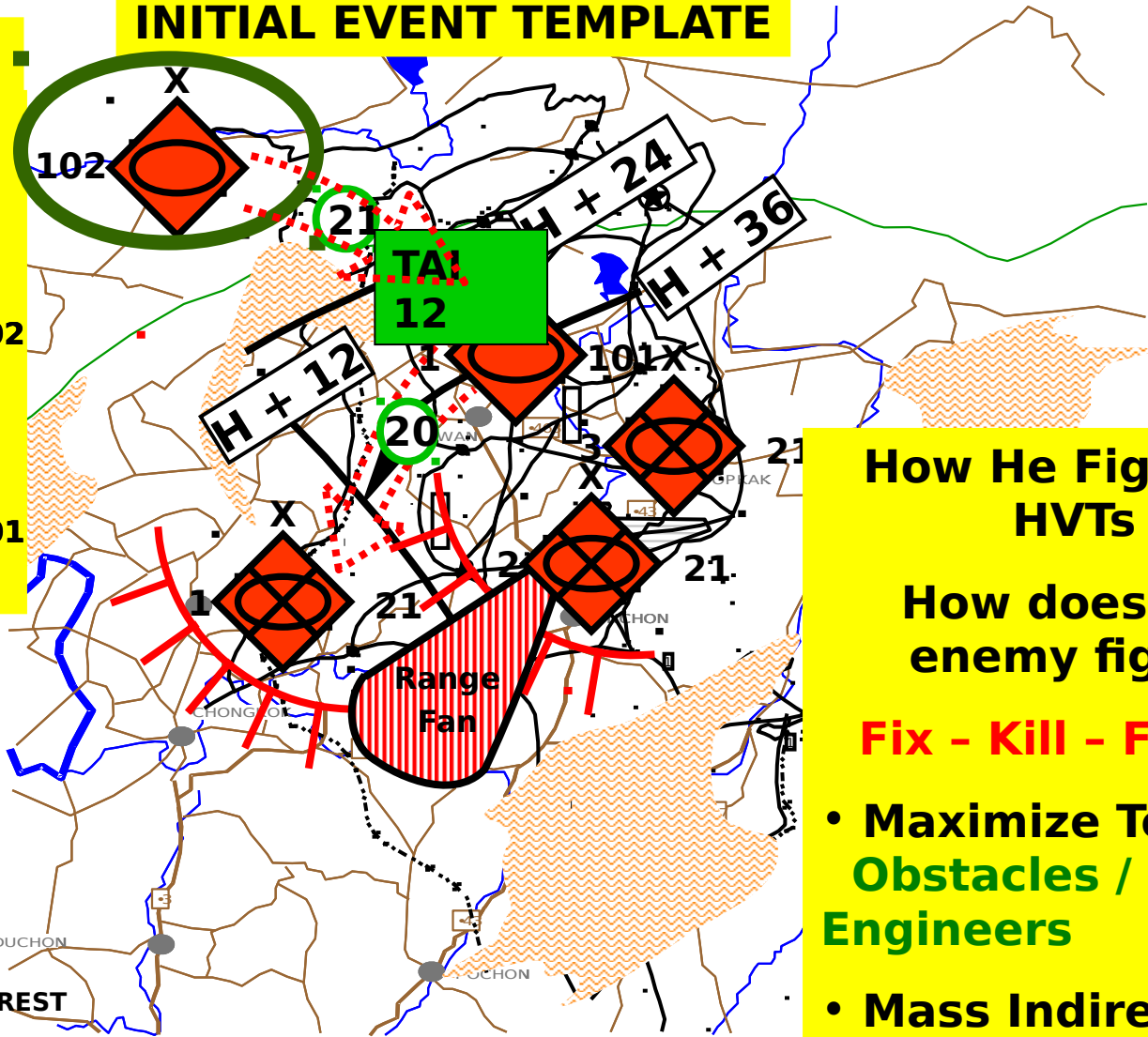
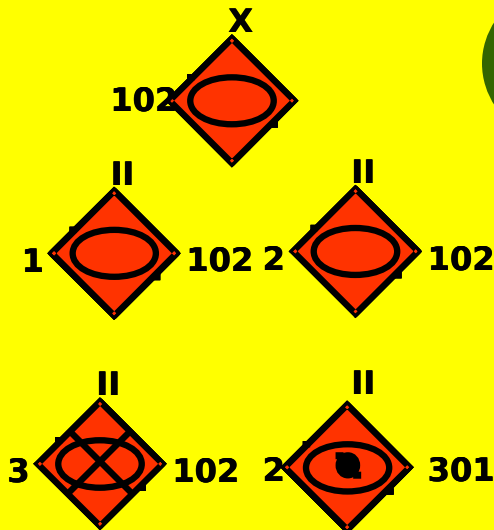


CONCEPT OF INTELLIGENCE

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INITIAL EVENT TEMPLATE

HVTs



How He Fights =
HVTs

How does the
enemy fight?

Fix - Kill - Finish

- Maximize Terrain
Obstacles /
Engineers

- Mass Indirect
Fires

Units / Assets



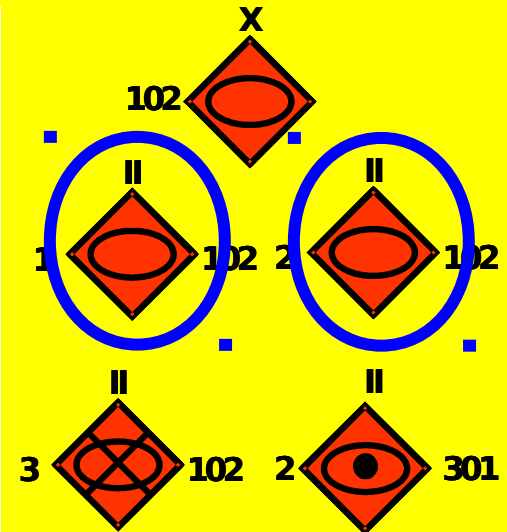
CONCEPT OF FIRES

EWTG

- Review Higher Targeting Priorities
- Convert HVTs to HPTs:
 - Can collection assets acquire the HVT?
 - Can the HVT be successfully attacked?
 - Is the attack of the HVT necessary to the success of the friendly COA?
 - Is the HVT a critical node?

- ID HPTs within those formations / facilities
- Develop conditions/MOE (success)
- Allocate / request assets and plan to detect
- Integrate FS events or actions with maneuver planning and Intel

HVTs to HPTs



Specific Units or elements / capabilities within units



EFFECTS OF FIRES

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What fires can conceptually do for you.

- **Disrupt** - Break apart, disturb or interrupt an enemy function.
 - **Delay** - Slow the arrival of a unit (formation) on the battlefield.
 - **Limit** - Restrict where the enemy can pursue a COA.
 - **Divert** - Tie up critical enemy resources.
 - **Destroy**
 - **Neutralize**
 - **Suppress**
- The intensity of fires required to achieve the desired effect specified by Disrupt, Delay, Limit, or Divert are tested and refined during wargaming



CONCEPT OF SUPPORT

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- **Capabilities vs. Requirements**
- **Phasing and shifting of priorities**
- **Priority of Effort / Priority of Work**
- **Tasks, Responsibilities, and Support Relationships**
- **Organization on the ground**
- **Potential displacements**
- **Planned operational pauses**



OTHER CONCEPTS

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INFORMATION OPERATIONS

Military Deception

OBJECTIVE: Enemy commander perceives the supporting attack to be the Main Effort and commits the Reserve Armored Battalion against the supporting attack

TARGET: 1st Tactical Echelon Commander

STORY: Main attack will occur in the West and the ME is a follow and support force

The map illustrates a strategic military posture in North Korea, divided into three main zones: DEEP, CLOSE, and REAR. Key elements include:

- DETECT** (Green starburst) and **ASSESS** (Black starburst) indicating intelligence and assessment phases.
- DELIVER** (Red starburst) indicating the delivery phase.
- FSCL** (Frontal Security Control Line) and **PL DOGSE** (People's Liberation Army Doge's Security Line) marking strategic boundaries.
- Command and Control** (Red diamonds) and **Intelligence** (Yellow stars) units are positioned throughout the map.
- Logistics** (Blue squares) and **Reserve** (Blue squares with 'X') units are shown in the REAR zone.
- Geographical Markers** include YONGCHON, CHONGKOK, and CHON.
- Timeline** markers such as H+1, H+2, and H+3 are present.

DECIDE

 $\text{H} + 2$

H+3

ASSESS

DEEP

CLOSE

PL Doc

DELIVER~~H+1~~

REAR

III (+)
Reserve

FSS



RECORDING and ARTICULATING a COA

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A Complete COA includes:

- Who: Task Organization
- What: Tasks for each unit
- Where: Delineation of Battlespace
- When: Time for designated activities to occur

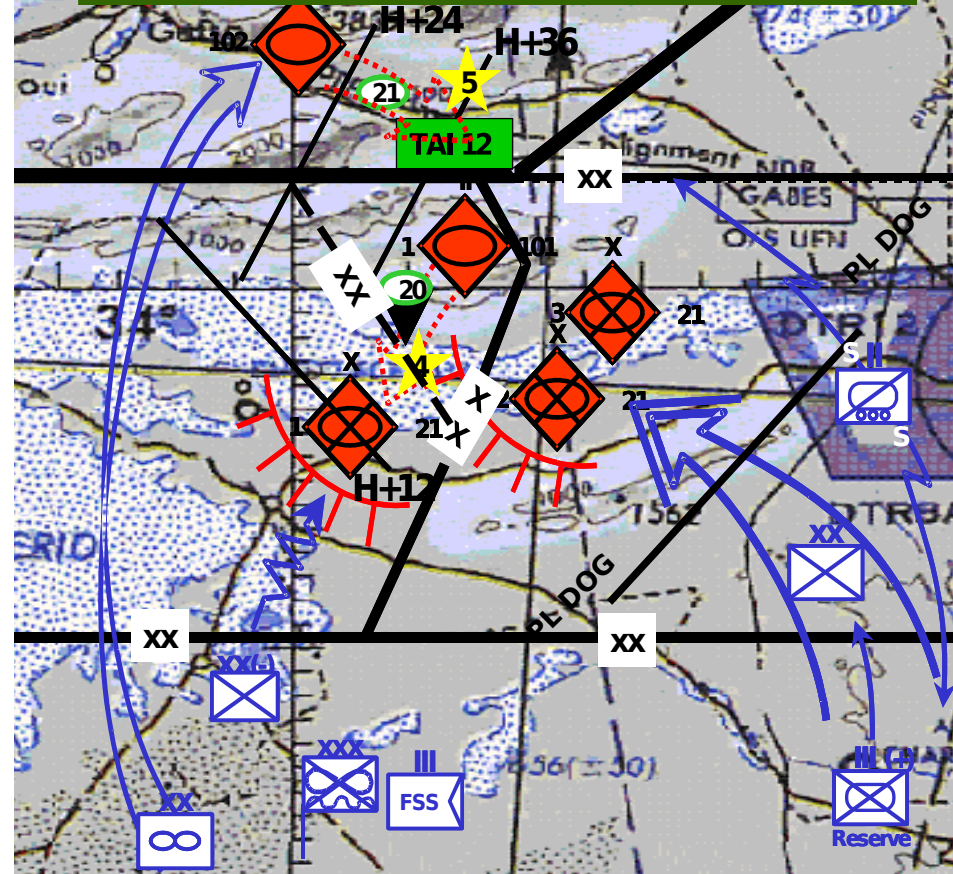
occur

- How: Method
- Why: Purpose

Single Battle - Deep, Close, and Rear Ops

- Main Effort
 - Supporting Effort / Attack
- Reserves
- Security
- Sustainment
- Control Measures
- Ground/Air Axis of Advance
- HQ Locations
- Assembly Areas
- ACE Bed-down sites and CSSAs
- Reconnaissance and Security Operations

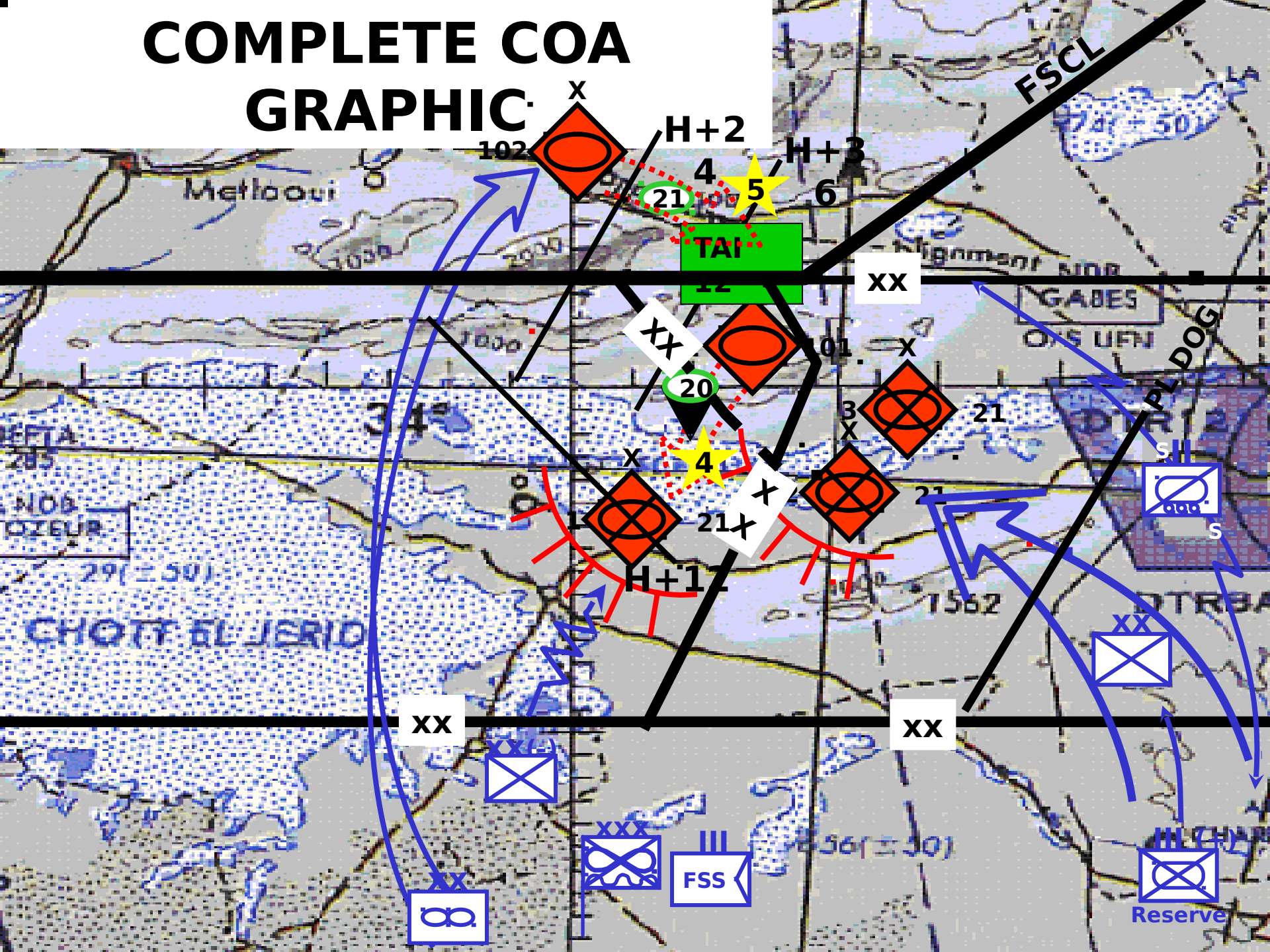
Complete COA Graphic and Narrative



A complete MEF Course of Action

Not just a GCE CONOPS

COMPLETE COA GRAPHIC





COMPLETE COA NARRATIVE

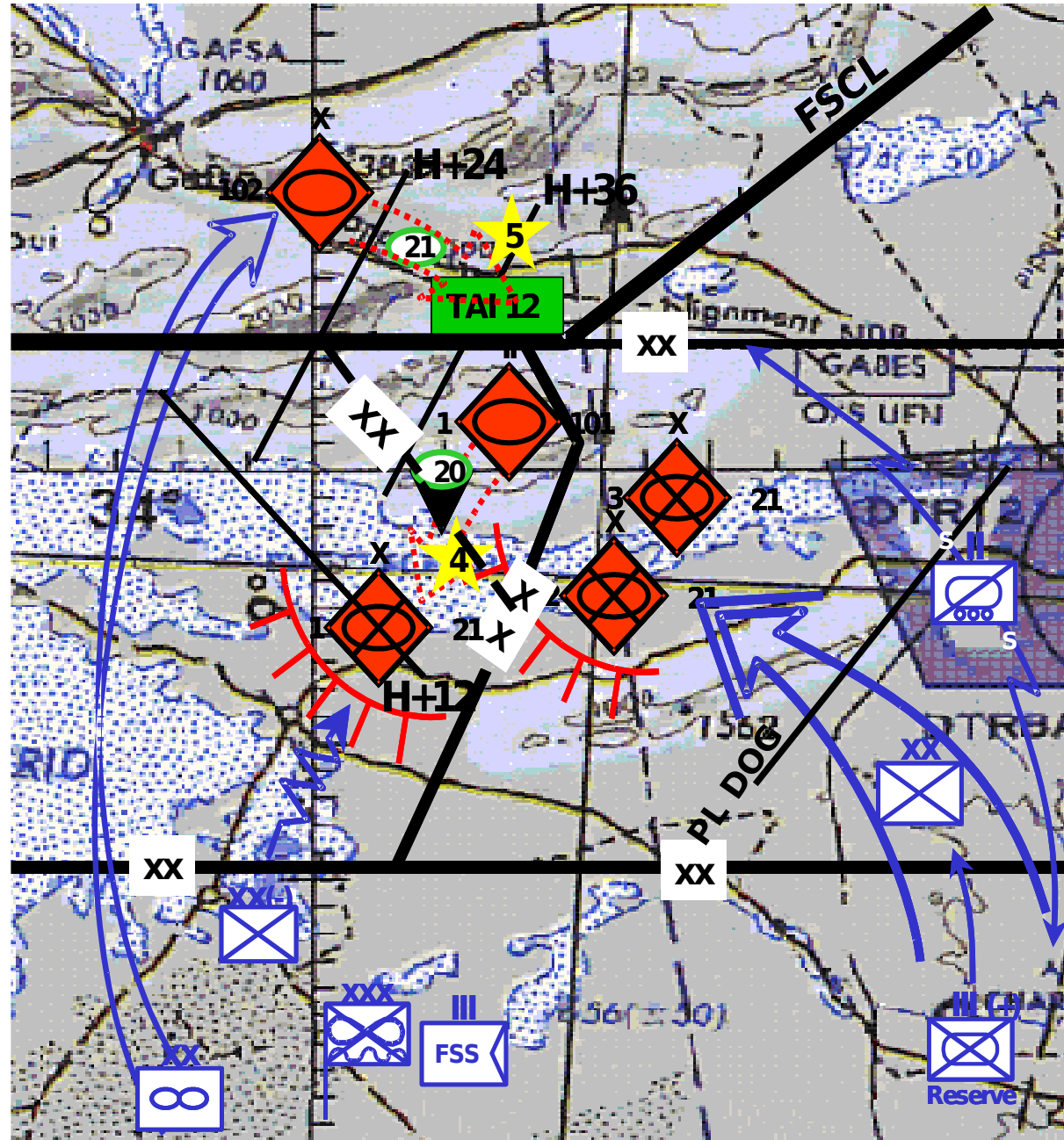
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On order the MEF attacks in zone to defeat the first echelon.

Close Operations—In the west, a division (-) conducts a supporting attack to fix the 1-21st Mechanized Brigade and cause the commitment of the 1-101st Armor Battalion, the enemy reserve. To support this attack our deception effort will focus on portraying this supporting attack as our main effort. Upon the commitment of the 1-101st Armor Battalion, our **main effort**, consisting of a division, conducts a flanking attack through the gap between the 2-21st and 3-21st Mechanized Infantry brigades and defeats the 1-101st Armor Battalion. Fires will disrupt any movement of the 2-21st and 3-21st Mechanized Infantry Brigades and the enemy division's command and control. The **reserve** is a mechanized regiment (rein) that follows the main effort and is prepared to defeat a flank counterattack from either the 2-21st or 3-21st Mechanized Infantry Brigade. If not committed against the two mechanized brigades, O/O it will defeat the enemy operational reserve, the 102nd Armored Brigade. **Deep Operations**—The Wing disrupts the 102nd Armored Brigade from reinforcing the first echelon. **Rear Operations**—FSSG conducts CSS to support the main effort and conducts refuel on the move

COA GRAPHIC & NARRATIVE

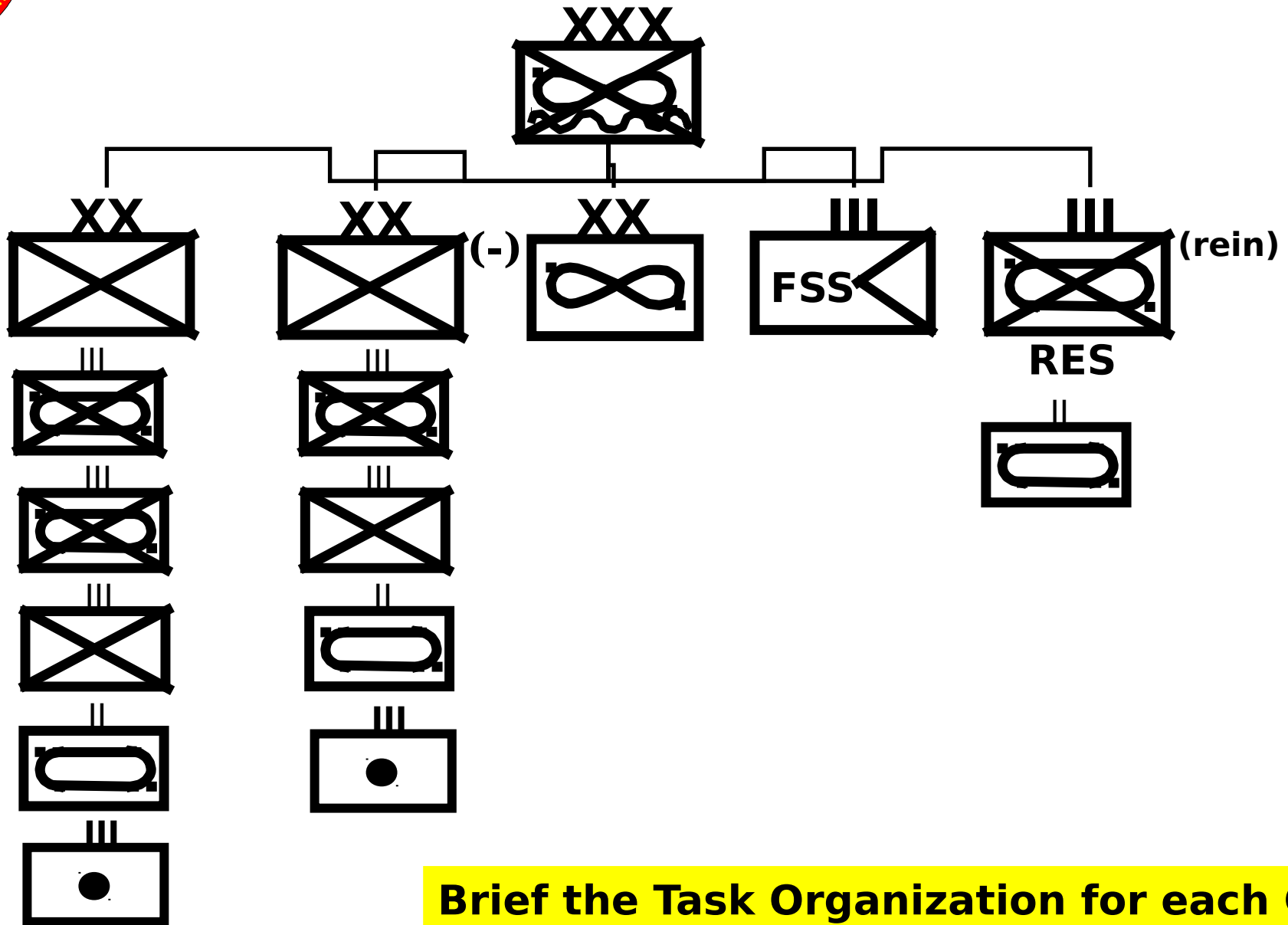
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COA TASK ORGANIZATION

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Brief the Task Organization for each CO



COA DEVELOPMENT BRIEF

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- **Updated Intel Estimate**
- **Enemy Most Likely and Most Dangerous COAs**
- **Mission Statement**
- **HHQ Commander's Intent**
- **Own Commander's Intent**
- **Commander's Planning Guidance**
- **Relative Combat Power**

Assessment

- **COA Task Organization**
- **COA(s) Graphic and Narrative**
- **Rationale for COA(s)**
- **Updated Facts and Assumptions**



SYNCHRONIZATION MATRIX

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Capture Critical Events for Wargaming

TIME/EVENT		Pre H-Hr	H to H + 18	H + 18 to H + 36
Enemy Action		En in Position Def	Fix & defeat Sptng Atk -Rein with 101 Armor Bn	H+22 IDs ME / 102 Armd Bde Rein
DECISION PT.		Confirm EN COA	DP #4 - 101 Armor Bn Res Commits	DP # 5 102 Armd Bde commits
MANEUVER	DEEP		ACE disrupts 102 Arm Bde	ACE SE disrupts 102 Arm Bde
	CLOSE	Counter Recon Sec Ar	55 Div (-) fixes 1st Bde -- ME moves H	ME Div attacks 2 & 3 Bde
	RESERVE			Follows ME O/O defeat 102d Bde
	REAR			
	MOBILITY		MSR'S for Support to Main Effort	
	C-MOBILITY			
INTELLIGENCE			Recon in Zone TAI 12;NAI 21	
	NAI/TAI	DP #4 & 5 Active	NAI #20 - 101 Armor Bn moving	NAI #21 - 102d Bde moving
FIRES	LETHAL		ACE:disrupt 102 ^D / Disrupt 301/302 Arty Bp	Disrupt 102 Arm Bde & Arty
	NON-LETHAL		EW 101 Arm Bn to commit against SE	
LOGISTICS	SUSTAINMENT	Est supply stockages	MCSSD'S with RCTs; estb FARP per order	
	TRANSPORT	Cndt Route Recon		
COMMAND & CONTROL		Prep to shift ME	Prepare to Shift Main Effort	
	IO	Deception Execution	Disrupt 2d & 3d Mech Bdes C2 Nodes	Disrupt C2 Bn Level and above
FORCE PROTECTION		HVA Protected	C-Recon in Zone C-Terrorism	Screen E. Flank
	NBC/AIR DEF	MOPP - 0		



RECOMMENDATIONS FOR WARGAMING

EWTG

- **Wargaming Guidance:**

- List of Friendly COAs to be wargamed against specific threat COAs
- List of Critical Events (e.g. shifting the M.E.)
- Level of Detail (e.g. two levels down)

- **Evaluation Criteria:**

- Defeat of Threat COAs
- Casualties
- Speed
- Success despite terrain or weather restrictions
- Does the COA accomplish all identified tasks
- Other

